



LA Fashion District BID Board of Directors Meeting

Thursday, September 22, 2016 at 11:45 a.m.

110 E 9th Street, Suite C803, Los Angeles, CA

AGENDA

- I. Public Comment
- II. Welcome & Introductions
- III. **ACTION ITEM:** Approval of Minutes August 18, 2016 Attachment 1
- IV. Finance Report (5 mins) Attachment 2
- V. Clean & Safe – Operations Report (5 mins)
 - A. RFP for Safe
- VI. Image & Communications Report (10 mins)
 - A. Activating Public Space – Urban Dinner
 - B. Enhancing the Image of the District – Banners
 - C. Holidays Joint Promotion
- VII. BID Renewal (2 mins)
- VIII. Executive Director's Report (10 mins) Attachment 3
 - A. Six Month Work Plan Attachment 4
 - B. Election Update
 - C. Los Angeles Street Streetscape Project Update
 - D. Mobile Food Vendor Update
 - E. Santee Alley Restrooms (Tentatively)
- IX. Presentations
 - Airbnb Event (5-10 minutes)
 - Hoxton Hotel (5-10 minutes)
 - Retail Study Presentation (20 -30 minutes)
- X. New Business

***Note Different Meeting Room**

No Meetings Scheduled in October, 2016

The agenda and information materials are available for review in the BID office at the address below.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and upon request will provide reasonable accommodation to ensure equal access to its programs, services, and activities. Sign language interpreters, assisted listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability of services, please make your request at least 3 business days (72-hours) prior to the meeting by Kent Smith at (213) 488-1153 x 712.



**LA Fashion District BID
Board of Directors Meeting Minutes**

Thursday, August 18, 2016

Board Members Present: Linda Becker, Mark Cohen, Jorge Flores, Matthew Haverim, Steve Hirsh, Elisa Keller, Lisa Korbatov, Bradley Luster, Laurie Rosen, Brian Taban, Debbie Welsch

Board Members Absent: Mark Chatoff, Darlene Kuba, Yul Kwon, John Van den Akker

Guest Present: Captain Jorge Rodriguez – Newton Division

The meeting convened at 11:58 am.

- I. Public Comment
- II. Welcome & Introductions
- III. **Welcome and Q& A with Captain Rodriguez, Newton Division:** Captain Rodriquez distributed handouts of the current crime statistics for Newton Division. He informed Board Members that Grand Theft Auto and Vehicular Burglary are the crimes with major influx at the moment in the Fashion District. In response, his division has been conducting educational outreach to tenants and property owners. Where homelessness is concerned, he has dedicated four officers to a program known as H.O.P.E (Homeless Outreach Program Enrollment). HOPE officers work to make contact and provide services to homeless individuals. Property Owners questioned and discussed various issues the Fashion District faces with Captain Rodriguez. There was concern from the Board about the fact that Newton Division does not have a foot beat patrol at the moment.
- IV. **ACTION ITEM: Approval of Minutes July 21, 2016:** Jorge Flores moved to approve the minutes from July 21, 2016. Linda Becker seconded. The motion was approved by a unanimous decision.
- V. **Election Committee Report: ACTION ITEM: Approve Record Date September 22, 2016:** The Election Committee informed Board Members they have met to clarify the end-dates of current terms, issued election announcement letters to all property owners, and identified potential candidates. To continue with elections a record date must be established as the final date for potential candidates to rectify any assessment fees with the BID. **Linda Becker moved to set September 22, 2016, as the day of record for expressing interest in elections. Mark Cohen seconded. The motion was approved by unanimous decision.**
- VI. **CLOSED SESSION:**
 - A. Executive Director Recommendations

ACTION ITEM: On Executive Director Recommendations: The Board agreed to offer Rena Leddy the position of Executive Director. The contract will lay out salary and benefits with consult of an attorney. The Board also approved Staff salary increases for three positions.
- VII. New Business

The meeting adjourned at 12:44 pm.



Memorandum

To: Finance Committee (Linda Becker, Mark Cohen, Barry Gold, Steve Hirsh, Brad Luster, John van den Akker)
Cc: Board of Directors
From: Jose Gonzalez / Rena Leddy
Date: September 15, 2016
Re: August 2016 Financial Package

We are attaching the **August 31, 2016 YTD** draft financial statements for your review.

Financial Summary Page

This summary page provides a condensed over-view of the Balance Sheet and Revenue and Expense Statement, which are reported in detail in the next pages.

Total Revenues: Overall revenues are better than budget mainly due to the 58% collection of the 12/31/2015 unpaid assessments balance from prior years. More revenue is being collected in 2016 than in 2015 mostly due to the approved increases to the 2016 BID and Overlay assessments.

Total Expenses: Overall expenses are lower than budget. Although labor costs have increased for the Clean Team due to the increases in the minimum wage effective 1/1/2016 (\$10.00/hr) and 7/1/2016 (\$10.50) and increase in workers' comp insurance cost, the BID is realizing savings in other budget items such as Safe Team labor, vehicle expenses, equipment & supplies, trash dump fees, legal/audit fees, and computer service. Total 8/31/2016 YTD expenses (compared to 8/31/2015 YTD) are less mainly due to the effect of no tree trimming cost in 2016. Last year 2015 the Tree Trimming Cost was \$83,000.

Net Revenue / (Loss): The Net Loss is \$64,778 (excluding the Santee Alley Overlays), which is 81% better than budgeted. Rollover funds from prior years are used to cover this budgeted shortfall, as dictated in the BID District Management Plan. The \$169,632 reduction in net loss (compared to the \$234,410 net loss at 8/31/2015) is attributed to \$38,174 less expenses and \$131,458 more revenues through the 8 months ending on 8/31/2016.

Balance Sheet

Cash Balances: The Union Bank checking account has a book balance of \$20,575 and is FDIC-insured. The Merrill Lynch Investment Account has a combined book balance of \$2,730,070 including estimated Interest Receivable of \$2,544, with an overall annualized interest rate of 0.57%. \$2,222,000 is in 9 Certificates of Deposit with 3-month through 36-month terms and yield rates 0.45% through 1.20% and FDIC-insured. \$505,526 is invested in other money account programs, earning 0.12% and either FDIC or SIPC or privately-insured.

Assessments A/R: This balance represents the total outstanding assessments including arrears at the end of 2015, less collections made this year, plus the progressively accrued uncollectable assessments for 2016 (see reconciliation footnote 1 on the second page of the balance sheet).

Uncollected Assessments Allowance: The Association's policy is to reserve 100% of unpaid assessments receivable.

Revenue & Expense Statement

Net Loss is \$55,775 (including the Santee Alley Overlays). Net Loss is \$64,778 (excluding the Santee Alley Overlays), which is 81% better than budgeted. We do not book the budgeted allocation of Rollover Funds from Prior Years to fund current-year expenses in order to more clearly reflect the net results from only the current-year revenues and expenses.

Revenues overall are better than budgeted YTD (backing out the effect of the budgeted allocation of Rollover Funds from Prior Years). More revenue is being collected in 2016 than in 2015 mostly due to the approved increases to the 2016 BID and Overlay assessments. **Assessment Revenue Accrual (Current Year):** Total billed assessment revenue for 2016 is being equally accrued over the 12 months of the year. The 2016 uncollected assessments are being accrued over 12 months under Uncollected Assessments Expense, based on the latest August collection accounting reports received from the city and county. **Assessment Collected (Prior Years):** The amount collected so far represents 58% of the 12/31/2015 unpaid assessments balance from prior years. **General Benefit Revenue:** The City has paid the 2016 revenue but at the 2014 base amount due to the City's interpretation of the Management Plan. In 2015 this revenue was received at the end of the year. The total 2016 General Benefit Revenue is being equally accrued over the 12 months of the year. **Service Rev. (Broadway Plazas):** No revenues have been received yet. The BID is waiting for DOT to finalize the contract.

Cleaning overall is under budget YTD. **Contract Labor (Clean Team):** It is slightly over budget YTD. Staffing level (based on billed hours) averaged 100.3% of the budgeted 33 positions for the 8 months ending 8/31/2016 as compared to 99.8% for the same period in 2015. The over budget is due to the effect of vacation and sick time replacement hours. The 2016 YTD cost is higher than 2015 due to the increase in the CA state minimum wage from \$9.00 to \$10.00 effective 1/1/2016 and \$10.50 effective 7/1/2016 and **increase in workers' comp insurance cost.** **Auto Expenses:** It is under budget YTD. While fuel consumption is higher due to our 2 new larger trash collector trucks, we are benefiting from low fuel prices and lower maintenance costs. Also since Apr/2016, operations has eliminated 1 collector truck – reducing the cleaning fleet to 4 trucks. **Equipment & Supplies:** It is under budget YTD. In August, the BID purchased 180,000 plastic trash liners for \$27,000, which should last approximately 1 year. **Auto Insurance:** It is under budget YTD due to the deletion of 1 truck mentioned above and reimbursement from Chrysalis to compensate for insurance premium increases due to the number of accidents involving the

Clean Team. Pressure Washers Maintenance: It is under budget YTD. Last year there was a \$1,900 extra ordinary cost when the motor for Pres. Washer 2 had to be replaced due to an oil overfill. Tree Trimming: Normally this service is performed every other year. Thus there is no expense this year. Next tree trimming would be in 2018 as per new schedule agreed upon by the Board in May/2016. Trash Dump Fees: It is under budget YTD. Dumped trash tonnage for the 8 months ending 8/31/2016 decreased - 1.0% as compared to the same period in 2015. Also since 9/1/2015, Chrysalis' hauler, Commercial Waste Services Inc., has been allowing the BID to use its discount rate at the City Transfer Station, resulting in an estimated \$13,000 annual savings for 2016. The BID also is benefiting from a lower dump fee rate for the tonnage dumped from the roll-off containers through Chrysalis's account with Commercial Waste. Trash Roll-Offs Hauling Fees: It is under budget YTD. Since 9/1/2015, the BID has been benefiting from a lower hauling fee rate through Chrysalis's account with Commercial Waste.

Safety overall is under budget YTD. Contract Labor (Safe Team): It is under budget YTD. Staffing level (based on billed hours) averaged 87% of the budgeted 24 positions for the 8 months ending 8/31/2016 as compared to 99% for the same period in 2015. Last year's cost was higher than 2016 because during the first 3 months of 2015 the BID tried to find effective personnel by bringing on more candidates than budgeted knowing that not all those candidates would stay with the BID. This was done temporarily to try to address the perennial difficulty of BIDs to attract and retain effective personnel. Auto Expenses: It is under budget YTD. We are benefiting from low fuel prices and not using the largest safety vehicle for patrols. Also since Apr/2016, operations has eliminated 1 safety truck – reducing the safety fleet to 2 trucks. Auto Insurance: It is under budget YTD due to the deletion of 1 truck mentioned above. Eponic System – Maint.: It is under budget YTD. The BID had budgeted for a possible system upgrade but upon further review it was determined that such an upgrade is not needed at the moment. However, in Mar/2016 we replaced 9 iPod Touches and carrying cases (\$2,340) to replace 9 of the 15 units purchased in 2012. The other 6 units were replaced in Mar/2015. Bike Repairs/Accessories: It is over budget YTD and higher than last year because the BID has fixed up the bicycles to be able to use them several more years instead of purchasing new bicycles.

Communication overall is under budget YTD. Professional Services: The cost YTD represents 50% of the costs incurred so far for MJB Consulting to perform a Santee Alley Retail Study estimated to cost approximately \$20,000. The Santee Alley Associations will reimburse the BID for half the cost at the end of the study, which is being booked as a receivable.

Special Projects overall is under budget YTD. Space Activation: The cost incurred YTD has been mainly for supplies for the Coral Forest Art Installation.

Management overall is under budget YTD. Legal/Audit: It is under budget YTD mainly due to low legal service fees incurred YTD. The 2016 YTD cost is lower than 2015 due to the savings from having a financial review instead of an audit for the 2015 calendar year financials. \$6,800 of the YTD expense is the cost for the 2015 financial review and tax returns preparation. Other Professional: It is over budget for the year. The \$7,000 expense was the fee paid to Urban Place Consulting for conducting an organization study and making CEO and other positions' recommendations upon the retirement of Executive Director Kent Smith.

City Fees, Uncollectable Assessments, Depreciation overall is under budget YTD. Uncollected Assessments Expense Accrual: The 2016 uncollected assessments are being accrued over 12 months under, based on the latest August collection accounting reports received from the city and county. Depreciation Expense: It is under budget YTD due to not making some budgeted capital equipment purchases still not deemed necessary.

North Santee Alley Overlay is within budget. North Alley - Safety Expenses: This item represents the funds disbursed to fund the security officers patrol service, which is administered by the North Alley Association Inc. and paid from their overlay assessments. The BID manages this security officers patrol service for \$535 a month. The BID provides the cleaning for the North Alley at a cost of \$6,000 a month and these costs are spread out under various line items under Cleaning. The BID also provides Social Media Services for the North Alley at a cost of \$675 a month and these costs are spread out under Communication. The total \$7,210 a month is recovered/absorbed from the North Alley Overlay Assessments Funds in reserve with the BID (on the Financial Summary Page for presentation purposes, we re-allocate these costs from their native expense categories to the North Santee Alley Overlay expense category).

South Santee Alley Overlay is within budget. South Alley – Pass-Thru Expense: This item represents the funds disbursed to fund the security officers patrol service, cleaning service and social media service, which are administered by the South Santee Maple Alley Association and paid from their overlay assessments. The same amount is included under revenue for the South Alley Overlay; thus, there is a zero net effect to the Revenue and Expense Statement. The BID manages the security officers patrol service for \$535 a month. The BID provides the cleaning for the South Alley at a cost of \$6,000 a month and these costs are spread out under various line items under Cleaning. The BID also provides Social Media Services for the South Alley at a cost of \$675 a month and these costs are spread out under Communication. The total \$7,210 a month is reimbursed by the South Santee Maple Alley Association via checks and booked in the Service Rev (S. Santee Alley) revenue line item.

Included in this package are the Financial Summary Page, Balance Sheet, Revenue & Expense Statement, Check Register and Bank Reconciliations and Statements for Union Bank and Merrill Lynch.

Please call our office if you have any questions at (213) 488-1153. Thank You.

EXECUTIVE DIRECTOR'S REPORT

September 22, 2016

ADMINISTRATION

Mobile Food Vending Proposal

On July 13th, the Fashion District BID invited Officer Linton and the Southern California Mobile Food Vending Association (SCMFVA) to speak to the Santee Alley Association about a proposal to create a "Special Event" Vendor District. The proposal is to create a Mobile Food Vendor Zone that would create rules for the Mobile Food Vendors. The Zone would allow for a certain number of mobile food vendors, hours for vending, and types of vending and specific locations that would be allowed for vending. SCMFVA will present to the Board and provide a proposal on set-up and management of such a zone. Similar zones have been created with great success, including Wilshire across from LACMA, Abbot Kinney's First Fridays and Granada Hills. Leddy met with the Council office and Book My Lot on August 29th to discuss moving forward. The Council office is supportive of the proposal. They've asked the BID and Santee Alley property owners to get consensus of support. Once that is demonstrated, the Council will begin working with the City and Book My Lot to implement.

Election Committee for 2016 Election

On January 1, 2017, five seats on the BID Board will be available. The following directors will be termed out at the end of 2016: Mark Cohen, Jorge Flores, Darlene Kuba, Brian Taban and John Van Den Akker. The following property owners have expressed interest in running: Darrel Malamut, GH Palmer; Suzette Wachtel; Kenan Jones, Ace Hotel; Mark Levy, City Market; Kayhan Shakib; John Remeny; Laurie Sale and Jessica Lewensztain. Ballots will be mailed out by October 31st.

DASH Service Change

Earlier this year, the LA Fashion District BID joined a small working group organized by the Central City Association (CCA) to put together a proposal for improved DASH service in Downtown. The DASH provides frequent and inexpensive bus service throughout Downtown and the City of Los Angeles. The group has been asking the City's Department of Transportation (LADOT) for later evening and nighttime service and new or extended routes.

Group members testified at a hearing on Monday, August 29th, about the recommendations for Downtown. We believe the LADOT recommendations must go further to addressing the needs of the entire Downtown community through new routes and even longer hours. CCA's working group, including the Fashion District, will be meeting with LADOT to discuss the proposal early next month.

Measure JJJ

The Coalition for Jobs and Attainable Housing (CJAH), which has been formed to defeat Measure JJJ (Build Better L.A. Initiative) and to support Measure HHH (General Obligation Bond for Homelessness) on the November 2016 ballot.

Studies by UC Berkeley, the California Institute for County Government, and Habitat for Humanity/San Fernando and Santa Clarita Valleys estimate that the requirements of Measure JJJ could add as much as 23-30% to the cost of constructing new housing.

Instead, Measure JJJ will:

- Increase construction costs
- Add delays and red tape to the construction of needed housing
- Impede the City's ability to update Community Plans

If you are interested in joining the CCA coalition, contact [John Howland](#)

Staff Attended International Downtown Association Annual Conference in Atlanta

Ariana Gomez and Rena Leddy attend the IDA Conference in Atlanta. While there, they attended 3 days of walking tours, plenary sessions, and Master Talks. Leddy attended the IDA Board Meeting which meets quarterly via phone, except for this one in person meeting, each year. Leddy also moderated and led a session on Marketing Districts/Downtowns.

OPERATIONS

	Trash Tonnage Change				
	2015	2016	Tons	% Change	YTD % Change
Jan	177.46	182.21	4.75	2.7%	2.7%
Feb ¹	177.16	168.00	-9.16	-5.2%	-1.2%
Mar	200.03	196.62	-3.41	-1.7%	-1.4%
Apr	199.97	188.86	-11.11	-5.6%	-2.5%
May	202.27	184.85	-17.42	-8.6%	-3.8%
June	182.33	191.96	9.63	5.3%	-2.3%
July	204.01	210.80	6.79	3.3%	-1.5%
Aug	194.26	199.35	5.09	2.6%	-1.0%
Total Tons	1537.49	1522.65	-14.84	-1.0%	
Daily Average	6.33	6.24			

Note 1: Feb/2016 (leap year) had 29 days (was hottest Feb in LA on record) vs. 28 days in Feb/2015

IMAGE & COMMUNICATIONS

Unique LA Returned to the CMC September 10 & 11

Independent designers and artists attended Unique LA Fall Market. The 2-day event featured 125 independent designers and artists selling everything from jewelry to home décor and furniture, stationary to men's leather goods. Visit www.uniquemarkets.com/markets-la for more information.

Sign Up and Start Planning for Small Business Saturday, Nov. 26

Small Business Saturday is right around the corner. Become a Neighborhood Champion and rally your community by throwing an event on Small Business Saturday or simply sign up as a participating business at shopsmall.com. Small Business Saturday is held on the Saturday after Thanksgiving and encourages shoppers to support small local businesses.

NEW DEVELOPMENT AND MISCELLANEOUS

New Retail

Vinyl Fetish: Downtown's New Record Store

Pop Obscure Records opened at 735 S Los Angeles St. offering approximately 10,000 new and used vinyl albums to shop and browse. The 2,500-square-foot store offers everything from '60s jazz and rock to electronic dance music and movie soundtracks. According to the *LA Downtown News*, the family originally wanted to open the store in Seattle but decided on Downtown LA, where they used to live, because they wanted to return to the area.

Pop Obscure Records is open Tues.-Thurs., 11 a.m.-7 p.m.; Fri.-Sat. 11 a.m.-8 p.m.; and Sunday 11 a.m.-5 p.m. At 735 S. Los Angeles St., (213) 628-3898 or popobscurerecords.com.

Nice Kicks Opens at 9th and Main

After a months-long wait, streetwear and sneaker retailer, Nice Kicks is finally open at 9th and Main. Nice Kicks DTLA hosted a grand opening preview party earlier this month with select guests from within the footwear, apparel, entertainment, and sports industry. The corner building formerly housed The Classic coffee shop.

Nice Kicks DTLA, 862 S Main St., (351) 388-7310 or nicekicks.com

September 2016 – February 2017

Work Plan

September

Image & Communications

- Banners -finalize design, begin production process
- Urban Dinner Party
 - Finalize sponsors, street closure, permits, marketing plan, rentals, florals and décor, entertainment, logistics
 - Sept. 20 - Roll out event marketing and begin ticket sales
- LA Market Week
 - Draft market week posts and update lines directory
 - Promote market week on web and social
- Fall 2016 BID Lines
- Santee Alley/LAFD Holiday Campaign
 - Plan out and budget holiday pop-up/street closure
- Annual Meeting
 - Book venue
 - Identify Honorees (past board chairs)
- Proposal from Radiant Brands for market strategy

Clean & Safe

- Issue Security RFP
- Deploy additional, temporary street sweepers
- Increase pressure washing
- Continue to work on Homeless encampment issues
- Operations Committee Meeting

Finance

- Finance Committee Meeting
- Start 2017 Budget Process
- Board Election – prepare ballot, assessment summaries, mailing labels

Administration

- Hire part-time temporary project person
- Develop a job description for the a Project Manager/Assistant to the ED
- ED Contract – review by attorney and committee
- Staff Development

Special Projects

- Mobile Food Vendor outreach
- Santee Alley Restrooms
- Research a way to insure communication from BSS for street closings
- Renewal – get proposals from Consultants
- Board Election – gather candidate information, confirm and send communications
- Retail Consultant Presentation & next steps

October

Image & Communications

- LA MARKET WEEK – October 17-20
- URBAN DINNER PARTY – October 20
- Permits for Banners & manufacturing
- Urban Dinner Party - finalize
- Santee Alley/LAFD Holiday Campaign
 - Get final approvals, plan out programming
 - Shop Small (?)
- 2017 Marketing plan outline
 - Annual Meeting – Create invitations & Create Honoree certificates (?)

Clean & Safe

- Draft Budget for 2017 Safety
- Analyze Safety Proposals
- Identify any changes to Safety Program

Finance

- City 3rd Quarter Report
- Continue to prepare 2017 Annual Budget
- Begin 2017 Planning Report for City

Administration

- Finalize Project Manager/Assistant to the ED position & hire
- Prepare for previously schedule Personnel Committee
- Begin research Staff Strategic Plan for January 2018
- Mail Board Election Ballots by October 31st.
- Create Enterprise log per Brown Act
- Begin Planning Quadrant meetings
- Create Annual Meeting Agenda and Program

Special Projects

- Research Mobile Food Vendor coordinators
- Begin the Coordination to implement a pilot Vendor Program
- Hire Renewal Consultant
- Create an Economic Development Committee of the Board & create a decision making framework – meetings TBD

November

Image & Communications

- SHOP SMALL – November 26
- Santee Alley/LAFD Holiday Campaign
 - Secure programming and vendors, educate business owners, signage, marketing, finalize everything
 - Shop Small Campaign (?)
- Annual Meeting
 - Create Annual Report
 - Create Presentation
- Annual Budget Presentation
- 2017 Editorial Calendar/Marketing Plan
 - 2017 1st Quarter editorial calendar for social/web
- Install Banners

Clean & Safe

- Interview Safety Companies
- Operations Committee Meeting

Finance

- Finance Committee Meeting
- Approval of 2017 Budget
- Approval of 2017 Planning Report for City
- Insurance renewal – GL/Umbrella/Property
- SIMPLE IRA Plan – renewal notification
- Open Enrollment Period notifications for Medical, Dental and Vision Insurance

Administration

- Personnel Committee – November 9
- Schedule Quadrant Meetings
- Schedule and plan for January Staff Strategic Plan & Retreat
- Schedule and plan for January Board governance and training; affirm mission, vision & goals

Special Projects

- Work with Consultant to Plan Meeting outline for Kick-off to renewal at Annual Meeting
- Implement Vendor Food District

December

Image & Communications

- ANNUAL MEETING
- SANTEE HOLIDAY POP UP – Dec. 3, 10, 17
- 2017 Editorial calendar
 - Plan out blog and social media content for 1st Quarter 2017

Clean & Safe

- Contract with Safety Company

Finance

- Board Election – Tally ballots and prepare summary report

Administration

- Finalize Agenda for Staff Retreat
- Finalize Agenda for Board Workshop

Special Projects

- Create Timeline for Renewal

January

Image & Communications

- LA Fashion Market
- Update Media Kit
- Valentine's Day -Draft press release for flower markets, Social campaign

Clean & Safe

- New Safe Contract – possible new vendor?

Finance

- Audit/Review 2015

Administration

- Staff Retreat & strategic plan
- Board Workshop – governance, affirm vision, mission and goals

Special Projects

- Los Angeles Street Project begins
- Begin Quadrant Meetings
- 1st Renewal Committee Meeting

February

Image & Communications

- VALENTINE'S DAY – February 14
- 2017 WINTER BID LINES
- 2017 Editorial calendar

Clean & Safe

Finance

- Auditors on site

Administration

- Review Bylaws

Special Projects

- Utility Boxes
- Closing and programming 11th on weekends
- Quadrant Meetings continue